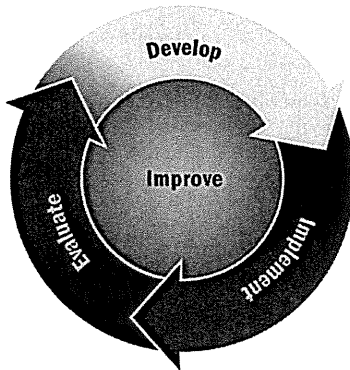


## Job Description for Program Staff



In Chapter 1, you learned that you should provide staff members a detailed job description that lists the qualifications for the position, the duties and benefits of the position, and the expectations associated with the position. A good job description will help your program attract qualified candidates and establish a positive culture of accountability.

**Directions:** This tool is divided into three parts. First, consider the following job description questions to identify the necessary requirements for your program. Second, read the example job description for this position. Finally, use the requirements identified in Part I and the example provided in Part II to complete the job description template in Part III.

### Part I. Job Description Questions and Considerations

Job Description Section	Questions and Considerations	Requirements for Your Program
Position Title	<ul style="list-style-type: none"> <li>What is the name of the position?</li> <li>What title have others previously used?</li> </ul>	
Position Definition/Description	<ul style="list-style-type: none"> <li>What role will this individual play within the organization? Summarize the role in one or two sentences.</li> </ul>	
Responsibilities	<ul style="list-style-type: none"> <li>What will this individual do on a day-to-day basis?</li> <li>What duties will be assigned?</li> </ul>	
Required Qualifications	<ul style="list-style-type: none"> <li>What educational background should this person have?</li> <li>How many years of work experience should this person have?</li> <li>Does it matter where the work experience has been?</li> <li>Should this person have experience working with youth?</li> <li>Does this position require any certifications?</li> <li>Are there other skills that are necessary for fulfilling this role on a day-to-day basis?</li> </ul>	

Job Description Section	Questions and Considerations	Requirements for Your Program
Preferred Competencies and Skills	<ul style="list-style-type: none"> <li>• Are there certain skills that you feel would be beneficial but that are not necessary for fulfilling this role? Should this person have other professional skills such as time management, multitasking, or decision-making?</li> <li>• Are there any educational experiences you think would benefit a person in this position?</li> <li>• Are there any training or professional development certifications that would enable a person to better perform in this role?</li> </ul>	
Salary	<ul style="list-style-type: none"> <li>• Do you want to state the salary in this job description?</li> <li>• If so, what is the salary for this position?</li> <li>• Is this a salaried position or paid at an hourly rate?</li> <li>• Are benefits included with this position? If so, what are they?</li> </ul>	
How to Apply	<ul style="list-style-type: none"> <li>• What materials should an interested applicant submit to be considered for this position?</li> <li>• How and to whom should potential applicants submit their materials for this position?</li> </ul>	
Statement of Nondiscrimination	<ul style="list-style-type: none"> <li>• It is important to include a statement that describes your organization as an equal opportunity employer that does not discriminate on the basis of race, color, sex, age, disability, religion, or national origin.</li> </ul>	

## **Part II. Example Job Description for Afterschool and Expanded Learning Staff**

### **Position Title**

Activity Leader – Facilitator

### **Position Description**

This individual will lead program activities with elementary and middle school-age youth during weekday programming.

### **Responsibilities**

1. Works collaboratively with the afterschool and expanded learning team to support young people's opportunities for positive growth and development
2. Follows the direction of the program leader and/or the center's management with regard to policies and procedures
3. Leads, participates in, and is responsible for program activities at the assigned site
4. Creates a quality program environment and implements age-appropriate activities or projects
5. Serves as a member of the program team
6. Participates in program planning and design
7. Participates fully (i.e., facilitates, provides individual attention) in all activities at the assigned site
8. Identifies needed supplies and resources and informs the program leader of needed supplies
9. Assists the program leader to ensure the integration and coordination of multiple program activities
10. Maintains effective communication with the program leader and/or program partners at the assigned site
11. Meets with families, youth, and community members; addresses concerns in a respectful, sensitive manner
12. Respects cultural diversity and creates an inclusive, welcoming, and respectful environment
13. Ensures the safety and wellness of youth by upholding policies through the program's procedures
14. Prepares reports as required in an accurate, timely manner
15. Participates in professional development and program-related trainings as assigned
16. Other responsibilities as assigned

### **Required Qualifications, Competencies, and Skills**

1. Holds a high school diploma
2. Must pass a criminal background check
3. Has prior experience in activities development and implementation
4. Has prior experience working with youth

5. Has a desire to work collaboratively with youth
6. Able to multitask
7. Able to resolve challenging situations productively and without personalization
8. Able to manage time and classroom group
9. Pays attention to detail
10. Able to work well under stress
11. Shows willingness to work evenings, nights, and weekends
12. Has a valid driver's license and personal vehicle insurance or access to reliable transportation

#### **Preferred Qualifications, Competencies, and Skills**

1. Holds a bachelor's degree in education, recreation, or a related field
2. Understands program assessment techniques and tools
3. Has prior experience in an educational or recreational setting, in a school- or community-based organization
4. Is committed to afterschool and expanded learning
5. Has strong knowledge of one or more content areas (e.g., STEM, arts, health and wellness)
6. Has knowledge of the local community
7. Has a recommendation from program partners

#### **Salary**

Hourly rate is commensurate with experience. Please inquire for details.

#### **How to Apply**

Please submit your letter of intent, résumé, and any additional materials to John Smith at [jsmith@abcprogram.org](mailto:jsmith@abcprogram.org).

*ABC Program provides equal employment opportunities without regard to race, color, sex, age, disability, religion, or national origin. ABC Program uses only job-related criteria in making decisions concerning applicants and employees.*

## Part III. Job Description Template

### Position Title

### Position Description

#### Responsibilities

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

#### Required Qualifications, Competencies, and Skills

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

#### Preferred Qualifications, Competencies, and Skills

- 1.
- 2.
- 3.
- 4.

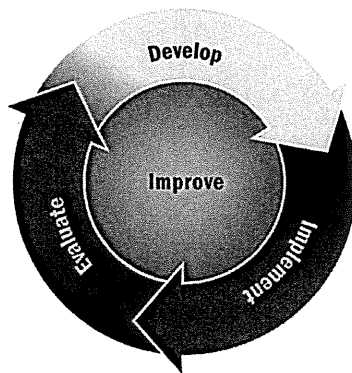
### Salary

### How to Apply

*[Agency Name] provides equal employment opportunities without regard to race, color, sex, age, disability, religion, or national origin. [Agency Name] uses only job-related criteria in making decisions concerning applicants and employees.*



## Job Description for Program Leader



In Chapter 1, you learned that you should provide program leaders a detailed job description that lists the qualifications required, the duties associated with the position, and the expectations associated with the position. A good job description will help your program attract qualified candidates and establish a positive culture of accountability.

**Directions:** This tool is divided into three parts. First, consider the following job description questions to identify the necessary requirements for your program. Second, read the example job description for this position. Finally, use the requirements identified in Part I and the example provided in Part II to complete

the job description template in Part III.

### Part I. Job Description Questions and Considerations

Job Description Section	Questions and Considerations	Requirements for Your Program
Position Title	<ul style="list-style-type: none"> <li>What is the name of the position?</li> <li>What title have others previously used?</li> </ul>	
Position Definition/Description	<ul style="list-style-type: none"> <li>What role will this individual play within the organization? Summarize the role in one or two sentences.</li> </ul>	
Responsibilities	<ul style="list-style-type: none"> <li>What will this individual do on a day-to-day basis?</li> <li>What duties will be assigned?</li> </ul>	
Required Qualifications	<ul style="list-style-type: none"> <li>What educational background should this person have?</li> <li>How many years of work experience should this person have?</li> <li>Does it matter where the work experience was?</li> <li>Should this person have experience working with youth?</li> <li>Does this position require any certifications?</li> <li>Are there other skills that are necessary for fulfilling this role on a day-to-day basis?</li> </ul>	

Job Description Section	Questions and Considerations	Requirements for Your Program
Preferred Competencies and Skills	<ul style="list-style-type: none"> <li>• Are there certain skills that you feel would be beneficial but that are not necessary for fulfilling this role? Should this person have other professional skills such as time management, multitasking, or decision-making?</li> <li>• Are there any educational experiences you think would benefit a person in this position?</li> <li>• Are there any training or professional development certifications that would enable a person to better perform in this role?</li> </ul>	
Salary	<ul style="list-style-type: none"> <li>• Do you want to state the salary in this job description?</li> <li>• If so, what is the salary for this position?</li> <li>• Is this a salaried position or paid at an hourly rate?</li> <li>• Are benefits included with this position? If so, what are they?</li> </ul>	
How to Apply	<ul style="list-style-type: none"> <li>• What materials should an interested applicant submit to be considered for this position?</li> <li>• How and to whom should potential applicants submit their materials for this position?</li> </ul>	
Statement of Nondiscrimination	<ul style="list-style-type: none"> <li>• It is important to include a statement that describes your organization as an equal opportunity employer that does not discriminate on the basis of race, color, sex, age, disability, religion, or national origin.</li> </ul>	



## **Part II. Example Job Description for Program Leader**

### **Position Title**

Program Leader

### **Position Description**

This individual will be employed full time by the program organization, the school, or the partner community-based organization (Youth Works!) to oversee the programs, activities, and collaborative processes.

### **Responsibilities**

1. Lead the afterschool and expanded learning team in an environment where they can support young people's opportunities for positive growth and development
2. Ensure that the program adheres to any organizational or grant requirements
3. Hire and supervise program staff
4. Assume responsibility for the building during afterschool hours
5. Oversee enrollment, recruitment, and data collection
6. Develop relationships and work with partner staff, families, and the local community
7. Make presentations to the community, including local school boards, businesses, and community organizations
8. Meet regularly with program partners (and, if school based, the principal or school leadership)
9. Work closely with and provide ongoing supervision to staff members (i.e., program, sub-contractor, and volunteer staff members)
10. Engage and support staff members in implementing program activities to achieve program goals
11. Develop reports and oversee evaluation activities
12. Develop and track budgets
13. Secure donations and funding for the program
14. Develop or contribute to the development of and adherence to program policies and procedures
15. Analyze and apply information from periodic program evaluations
16. Coordinate the planning, development, and implementation of the program
17. Establish and maintain communication with members of partner agencies (for example school staff members about participants' progress in the program)
18. Implement applicable district, agency, and grant policies and regulations

19. Provide oral and written reports to the organization, the agency, the public, and the local school system
20. Facilitate partnerships with appropriate public and private agencies that provide supports to participants and their families
21. Prepare proposals for supplemental funding
22. Participate on local and state committees related to afterschool and expanded learning programs
23. Maintain the records needed for program administration or monitoring
24. Report to the organization director for other duties, as assigned

#### **Required Qualifications, Competencies, and Skills**

1. Holds a bachelor's degree in education, youth development, nonprofit administration, or another related field
2. Must pass a criminal background check
3. Has prior experience in strategic planning, program development, and operation
4. Has prior experience in afterschool and expanded learning programs, either in a school- or community-based setting
5. Has prior experience working with youth
6. Possesses strong leadership skills
7. Is able to multitask
8. Is able to resolve challenging situations productively and without personalization
9. Pays attention to detail
10. Is able to work well under stress
11. Has a valid driver's license and personal vehicle insurance or access to reliable transportation

#### **Preferred Qualifications, Competencies, and Skills**

1. Holds a master's degree in education, youth development, or another related field
2. Has previous experience in grant writing, management, and reporting
3. Has previous experience in program evaluation and data use for continuous program improvement
4. Has prior experience in an educational or recreational setting, in a school- or community-based organization
5. Is committed to afterschool and expanded learning
6. Has knowledge of or connection to the local community
7. Has a recommendation from program partners

**Salary**

This is a full-time salaried position. Salary is commensurate with experience, and a benefits package is included. Please inquire for details.

**How to Apply**

Please submit your letter of intent, résumé, three references, and any additional materials to John Smith at [jsmith@abcprogram.org](mailto:jsmith@abcprogram.org).

*ABC Program provides equal employment opportunities without regard to race, color, sex, age, disability, religion, or national origin. ABC Program uses only job-related criteria in making decisions concerning applicants and employees.*

## Part III. Job Description Template

### Position Title

### Position Description

#### Responsibilities

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

#### Required Qualifications, Competencies, and Skills

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

#### Preferred Qualifications, Competencies, and Skills

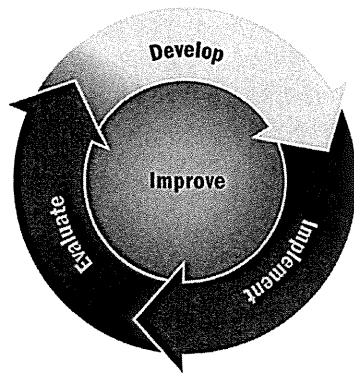
- 1.
- 1.
- 2.
- 3.

### Salary

### How to Apply

*[Agency Name] provides equal employment opportunities without regard to race, color, sex, age, disability, religion, or national origin. [Agency Name] uses only job-related criteria in making decisions concerning applicants and employees.*

## Developing as an Afterschool and Expanded Learning Professional



In Chapter 1, you learned that program staff members should not only have an opportunity to reflect on their own practices but also feel as though they have an opportunity to progress in their career. It is important to encourage staff members to reflect on their strengths and identify areas of growth that will help them in their career and contribute to the overall success of the program.

**Directions:** Read each action in the column on the left and then use the grid to determine where you are in your development as an afterschool and expanded learning professional. Highlight or mark that square for each action and work with your team or supervisor to develop a plan for ongoing professional

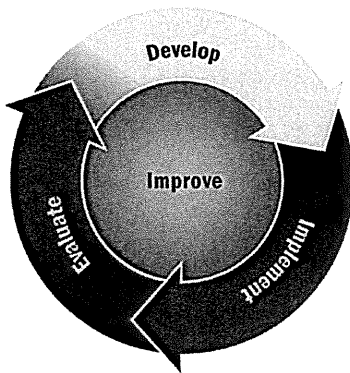
development. Use these ratings when completing **Tool 26**—a self-assessment of effectiveness qualities.

Together, these two tools can help staff members identify a professional development plan.

Action	Beginning	Emerging	Applying	Integrating	Innovating
<b>Reflecting on practice and planning professional development</b>	Reflects on elements of youth learning (e.g., activities, relationships, skills, and interests)	Reflects on successes and dilemmas Plans professional development to add to activities and youth engagement strategies	Reflects on the relationship between program offerings and youth learning Plans professional development based on reflections	Analyzes and reflects on activities and learning based on evidence or data (grades, observations) gathered regularly	Integrates analysis and reflection into daily practice based on a wide variety of evidence and relationships with youth
<b>Establishing professional goals and pursuing opportunities to grow professionally</b>	Develops goals through required processes Attends required meetings	Sets goals considering self-assessment and other feedback Expands skills through professional development	Sets short-term professional goals based on self-assessment of effectiveness, youth learning, and feedback	Sets and modifies short- and long-term goals considering self-assessment and feedback	Contributes to professional organizations, literature, and development Leads professional development

Action	Beginning	Emerging	Applying	Integrating	Innovating
<b>Working with communities to improve your practice</b>	<p>Learns about the young people's communities</p> <p>May take youth into community as part of activities or projects</p>	<p>Increases understanding of the roles of the community in young people's lives</p> <p>Attends community events</p>	<p>Identifies needs and resources</p> <p>Expands knowledge of connections to community</p>	<p>Uses knowledge of the community to strengthen connections with the local community, culture, services, and resources to aid the program</p>	<p>Promotes program and community collaboration with advisory group</p> <p>Provides youth with a wide range of community activities and service projects</p>
<b>Balancing professional responsibilities and maintaining motivation</b>	<p>Has a positive attitude with youth</p> <p>Has a basic understanding of professional responsibilities</p>	<p>Maintains a positive attitude, demonstrates understanding of professional responsibilities, and seeks support to balance responsibilities</p>	<p>Maintains a positive attitude through the year, demonstrates professional integrity, and balances responsibility with personal needs</p>	<p>Maintains motivation and a commitment to all youth; demonstrates professional integrity</p>	<p>Maintains motivation and models commitment to all youth, school, staff, and community</p>

## Self-Assessment of Effective Qualities



In Chapter 1, you learned about the importance of reflective practice for program staff. Providing staff members an opportunity to identify their strengths and opportunities for improvement—rather than telling them how to improve—is an effective way to promote professional development and improve program quality. Establishing an open and reflective culture will encourage staff growth and retention.

**Directions:** Before completing this tool, revisit the previous tool on developing as an afterschool and expanded learning professional (**Tool 25**). Review how you rated yourself. Now, in the center column, read the list of qualities relating to

staff effectiveness. Think about your strengths for each quality and list them in the column on the left. Now reflect on the areas of growth for each quality and list them in the column on the right.

My Strengths	Qualities of Effectiveness	My Areas for Growth
	<b>Engages and supports all youth</b> <ul style="list-style-type: none"> <li>• Always treats all young people equally</li> <li>• Knows the typical benchmarks for growth and development</li> <li>• Uses knowledge to provide a program that identifies, celebrates, and builds on youth strengths</li> </ul>	
	<ul style="list-style-type: none"> <li>• Employs youth development principles</li> <li>• Ensures the safety and well-being of all youth</li> <li>• Creates a warm and welcoming program environment</li> <li>• Knows the names of all youth and what is going on in their lives</li> <li>• Builds respectful, reciprocal relationships among youth and staff</li> <li>• Provides opportunities for choice in activities</li> <li>• Provides opportunity for youth voice and authentic decision-making</li> <li>• Allows opportunities for reflection</li> </ul>	

My Strengths	Qualities of Effectiveness	My Areas for Growth
	<p><b>Plans program schedule/activities intentionally</b></p> <ul style="list-style-type: none"> <li>• Uses provided program planning tools to plan program schedule/activities in advance</li> <li>• Plans activities by using data (see below)</li> <li>• Plans activities in consideration of the principles of SAFE (sequenced, active, focused, and explicit) to ensure skill-building opportunities</li> <li>• Reflects on program schedule/activities to make improvements</li> </ul>	
	<p><b>Uses data to drive program</b></p> <ul style="list-style-type: none"> <li>• Conducts self-assessments or observes activities and uses program observation data to make improvements</li> <li>• Asks youth, teachers, and families what youth are working on in other settings and where they may need additional support</li> <li>• Conducts formal and informal check-ins with youth and their families on program satisfaction; uses data to make improvements</li> </ul>	
	<p><b>Develops relationships with the community, school, and families</b></p> <ul style="list-style-type: none"> <li>• Interacts frequently with teachers, school personnel, families, and community members</li> <li>• Shares data</li> <li>• Collaboratively develops strategies</li> <li>• Celebrates success publicly</li> </ul>	



My Strengths	Qualities of Effectiveness	My Areas for Growth
	<p><b>Develops as a professional afterschool and expanded learning program staff member</b></p> <ul style="list-style-type: none"> <li>Committed to professional growth by engaging in professional development activities (conferences, classes, technical assistance, or coaching) related to afterschool and expanded learning, youth development, education, and in specific content areas (e.g., STEM)</li> </ul>	

